



CALHOUN COUNTY BOARD OF COMMISSIONERS

Strategic Plan and 2009-10 Action Plan

Last Update: March 2010

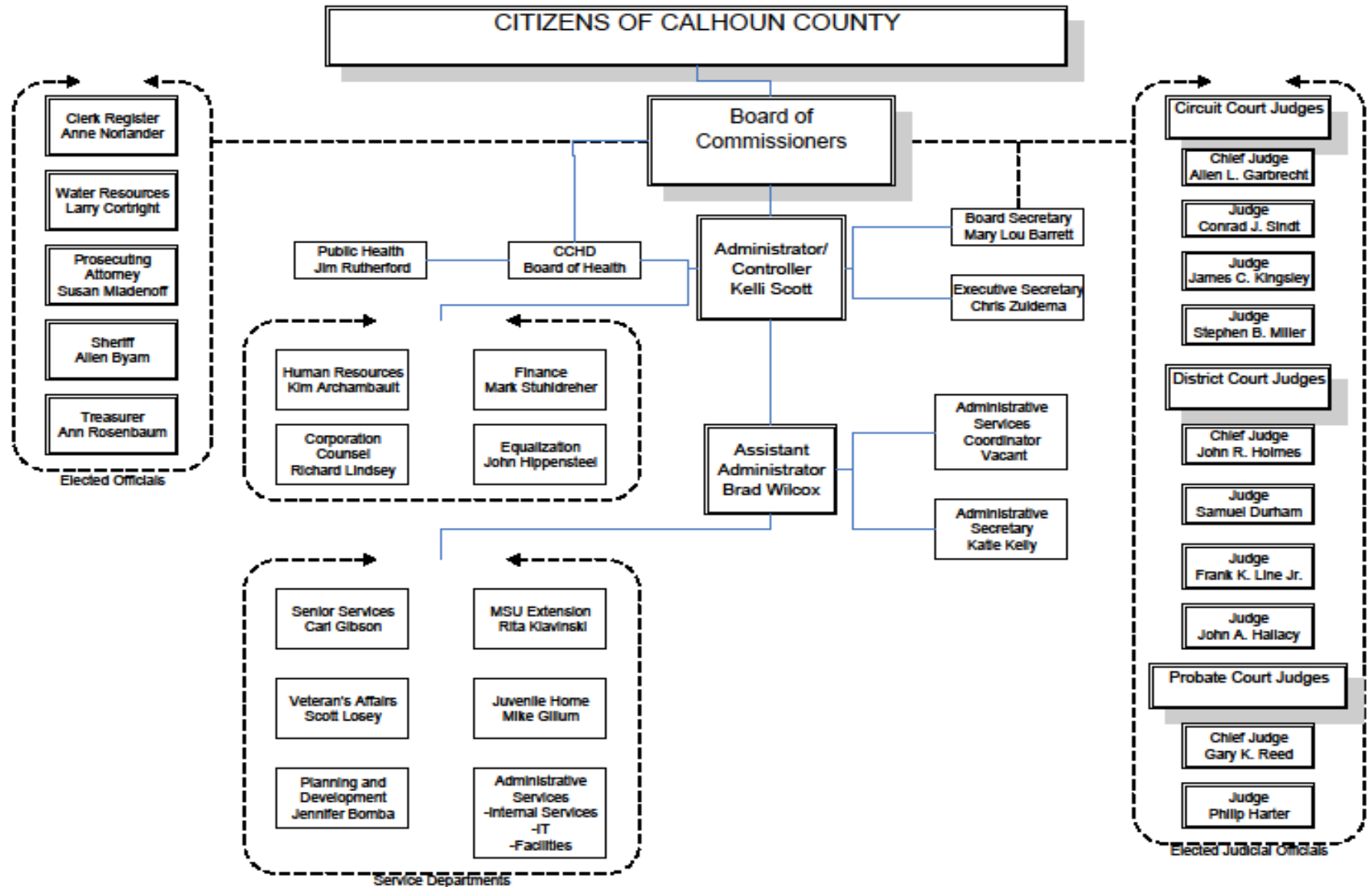


CALHOUN COUNTY BOARD OF COMMISSIONERS

*Terris E. Todd – District 2 (Vice-Chair); Michael Rae – District 4 (Chair); Lisa Gerow – District 1;
Julie Camp – District 5; Jim Haadsma – District 3; Kirk A. Lee – District 7; Rebecca Rocho – District 6*

CALHOUN COUNTY ADMINISTRATIVE ORGANIZATIONAL CHART

MARCH 2009





alhoun County, the 17th-largest county in Michigan , is a historic yet culturally progressive community of over 135,000 people

strategically located in Lower Michigan midway between Detroit and Chicago , at the junction of two major interstate freeways: I-94 (east/west) and I-69 (north/south). Established in 1829, our county is both rich in history and on the cutting edge of tomorrow's technology and development. Calhoun County offers the serenity of country living and the cultural and recreational amenities offered in urban settings. The government that serves the community is comprised of approximately 600 employees and elected officials with diverse occupations and vast experience.

The County is governed by a 7-member elected Board of Commissioners, each elected to a 2-year term. The Board of Commissioners establishes the policies and sets the general direction of government. The Board appoints a County Administrator/Controller who manages the budget, provides leadership and management of Board initiatives, and oversees general County operations. In addition to the Board of Commissioners, the County has five elected officials: County Clerk & Register of Deeds, Water Resources Commissioner, Prosecuting Attorney, Sheriff and Treasurer; and ten elected judges.

In 2002 the County conducted a Public Opinion Survey and engaged a wide group of internal and external constituents in Focus Group sessions designed to provide input to a Comprehensive Strategic Planning process. The resulting June 5, 2002 Calhoun County Strategic Planning Report delineated eight Goal Statements (A-H) with several Key Strategic Actions for each Goal.

In February 2003, the County produced a Strategic Plan Update document that revised the eight Goal Statements and updated the Key Strategic Actions for each Goal. In May of 2007, County Departments and the Board of Commissioners developed a new Strategic Plan that contained sixteen recommendations or Objectives.

Early in 2009, the County Administration sought input and updates to the 2007 Strategic Plan by conducting one survey of Department Heads, Elected Officials and Judges, and one of all employees. The Executive Team, consisting of the Administrator/Controller, Assistant Administrator, Corporation Counsel, Human Resources Director and Finance Director, considered the input from the surveys in a prioritization process to create Administration's Short and Long Term Objectives.

The Board of Commissioners met on June 25, 2009, to create the Strategic Plan for 2009-10. This involved a review and integration of the eight major Goals and 15 Objectives from the 2003 and 2007 Strategic Plan Updates. The Board expanded and renumbered the Goals to nine Goal Statements (1-9), and established Short Term Objectives (2009-10) and Long Term Objectives designed to support the nine Goals. The Administration added 13 Objectives also considered priorities, and these are included in the Strategic Plan along with the Board of Commissioners' Objectives. Administration then assigned resources to each Objective and developed action plans toward success in completing the plan's objectives. The Board of Commissioners met again on March 19, 2010 to affirm the sixteen Objectives within the nine Goals, and hear updates on the status of the action plans. In summary, three of the Commissioners' Objectives were complete as of March 2010, 11 were in progress and one had not yet been started.

County Judges and Elected Officials were also invited to this Special Session, and several attended to address the Board of Commissioners and Administration with comments about various initiatives within their departments and with suggestions about planning and budgeting:

- **County Treasurer Ann Rosenbaum** gave updates on the Land Bank and upcoming MSHDA housing rehabilitation grant projects that were in progress through partnerships with the City of Battle Creek and Community Action. She explained how the collaboration has been ongoing and how much the NSP2 Neighborhood Stabilization grant in particular will help make the community better.
- Captain Matt Saxton updated the group on behalf of **County Sheriff Allen Byam**. He discussed concerns about Secondary Road Patrol funding from the state for 2010-11 due to the state of Michigan's budget crisis. Captain Saxton also discussed initiatives underway in Law Enforcement, including e-Ticketing, a Civil Infraction Plea Program that should save on overtime and other costs, the use of Federal Recovery Act funding for new "netbook" PCs for officers, and the newly created Vehicle Replacement Program. Lastly, he noted increases in certain crimes, most notably larceny, breaking & entering, shoplifting and methamphetamine creation.
- **Chief Probate Judge Gary Reed** discussed budget concerns given a prediction of increased probate caseloads due to an aging population, a poor economy and the increase of state protection officers. Judge Reed reminded the group that in 2010 Probate Court was down from 2009 by one staff, to only 8.75 FTE, and that 40% of their budget is comprised of judicial salaries and benefits that are reimbursed by the State of Michigan. He spoke of their strategic objectives being focused on youth and senior services, which match with two of the 2009-10 Commissioners' Objectives having the same foci. Finally the Judge requested further assistance in helping to devise document imaging and other technology solutions to address Probate Court's very paper intensive processes.
- **Chief Circuit Court Judge Allen Garbrecht** and Drug Court Coordinator William Essex discussed some initiatives in Circuit Court, including a focus on improving collections, following a Supreme Court Administrative Office evaluation of their collection process in Fall 2009. They explained the history and success of the Drug Court program, with 106 graduates to date, and noted how important the sustainability effort is to seek future funding for the program when the 2008-2011 Kellogg Foundation Grant expires.

The results of the Strategic Planning process follow.

A **MISSION** statement assists an organization in easily communicating to a variety of constituencies what it does, who it serves, and why it does so. The Board of Commissioners has established the following mission statement:

Building a Better County Through Responsive Leadership

VISION statement indicates how an organization views its ideal, or ultimate, goal. The Board of Commissioners has agreed to establish a formal vision statement within the next two years as part of the next comprehensive strategic planning process.

GOALS focus the direction of an organization's work, under the guidance from the vision and mission statement. Goals are relatively static in nature and will not often change.

The nine goals of the Board of Commissioners are as follows:

CALHOUN COUNTY BOARD OF COMMISSIONERS - GOALS

1. Satisfying Life Quality—Maintaining Health and Social Well Being of Residents and Visitors

Calhoun County Government will encourage and support strong programs to prevent threats to life and promote the health and social well being of residents and visitors in the county; encourage practices that are conducive to successful and rewarding lives; encourage official and voluntary assistance to family members in need; investigate conditions that threaten public health and enforce laws relating thereto; and in other ways generate conditions that will lead to satisfying life quality.

2. Maintaining Social Order, Safe Conditions and Peaceful Environment

Calhoun County Government will have well trained and skilled personnel who are well equipped and supported to carry out the actions that will maintain social order in the county, protect persons and property, maintain safe conditions throughout the county, prosecute and discipline those whose personal conduct and behavior is not conducive to a safe and peaceful environment.

3. Competent, Stable, Service-Oriented and Motivated Workforce

Calhoun County Government will have a workforce that (1) is well informed regarding the law and rules that govern the personnel assignments, (2) is dedicated to customer service, consistently responsive to the client groups they serve, and (3) highly motivated, stable, and working with enthusiasm and integrity.

4. Updated Information Technology that supports County Government effectiveness and efficiency

Calhoun County Government will achieve a high level of productivity, efficiency, effectiveness, response timeliness, and accessibility of the county agencies by supporting them with up-to-date Information Technology (IT) equipment, training, and technical support.

5. Developing an Economic, Social and Physical Environment that attracts jobs and industries

Calhoun County government will promote and encourage the development of an economic, social and physical environment of Calhoun County in a way that enables private sector organizations to thrive and provides meaningful employment opportunities for residents of the county, thereby seeking to make livable circumstances and conditions accessible to all residents of the county.

6. Governance by clear policies, transparency and accountability

Calhoun County Government will be guided by well-considered policies—policies that have been researched thoroughly, discussed widely and openly, and communicated clearly—and directed by goals for which administrators can be accountable.

7. Development of Infrastructure consistent with community desires and protective of natural resources

Calhoun County Government will advance its capacity to provide greater leadership and assistance throughout Calhoun County guiding the development of the county so that use of infrastructure is economical, consistent with desirable community development outcomes, and protective of the natural resources of the area.

8. Long-Term Financial Security

Calhoun County Government will pursue policies and actions that will build the long-term financial security for the County.

9. Intergovernmental Cooperation

Calhoun County Government will pursue arrangements with other government units to accomplish common goals, provide enhanced service or solve mutual problems.

2009-10 ACTION PLAN

OBJECTIVES, Responsibilities

AND Status

While goals are relatively static in nature, the objectives that assist in accomplishing the goals are likely to change annually or every couple of years.

Primary responsibilities are assigned to deliver specific items of action that give further meaning and substance to an objective.

The status shown indicates outcomes and indicators of success, measuring the impact of actions conducted to achieve goals and objectives.

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| <i>Note: Objectives with boxes around them indicate Board of Commissioners Objectives.</i> |
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| Status: |
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| ✓ = Completed |
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| ➤ = In Progress |
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| ❖ = Not Yet Started |
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GOAL 1: Satisfying Life Quality—Maintaining Health and Social Well Being of Residents and Visitors

Objective 1-A: Health indicators (Long Term) – *Support efforts of various health, mental health, education and human services professionals in Calhoun County to improve community indicators.*

Primary Responsibility: Health Department

- **Status:** *Ongoing.* Public Board of Health Strategic Priorities adopted March 2009 – Nutrition, Overweight & Obesity, Teen Pregnancy, with focus on minority disparities; Fertilizer Ordinance banning Phosphorous adopted March 18, 2010; working to implement new State Smoking Ban law; starting to work with The Coordinating Council (TCC) and the Nonprofit Alliance on new initiative “Community Research Institute” that will utilize our GIS mapping capabilities and the expertise of the Health Department’s new Epidemiologist position to create a county-wide data set including numerous health indicators

Objective 1-B: Comprehensive Analysis and Plan for Youth Services (Long Term) –

Primary Responsibility: Juvenile Home, Administration

- **Status:** Ongoing.

- ✓ As the GIS coordinator, the Deputy Equalization Director attended in Feb. 2010 a meeting with the United Way International, UCLA, and several Educators and community members to take part in an initiative to locate at risk youths. The County GIS involvement in the process is to assist and provide guidance to the creation of boundaries for specific items of concern. UCLA is conducting all the GIS work and after the GIS system is in place it will be moved to a locally run system which the County would be an ideal location for due to its centralized location.

Objective 1-C: Comprehensive Analysis and Plan for Senior Services (Long Term) –

Primary Responsibility: Office of Senior Services

- **Status:** Ongoing. Senior Services and the Senior Millage Allocation Committee continues to administer Senior Millage funds through contracted agencies throughout the county. The Office is also a member of the Elder Abuse Prevention Coalition, providing funds to create awareness and assistance about elder abuse issues. Current initiatives include stabilizing senior services in areas and certain groups throughout the county. More emphasis has been placed on partnering with service providers in Marshall (celebration of Centenarians, Marshall Area Health Fair, Oaklawn Hospital and Marshall House Apartments partnerships). In Albion, educational sessions with the NAACP were supported in partnership with Forks Senior Center. To help better communicate plans for senior services, the office is working on development of a new logo, brochure and various other media messages and materials.

GOAL 2: Maintaining Social Order, Safe Conditions and Peaceful Environment

Objective 2-A: 911 Center operational (Short Term) – *To have the consolidated dispatch center in the Calhoun County Building open for operation and fully staffed by March 1, 2010, with an accurate budget and confirmed sources of revenue to support the budget and operations going forward.*

Primary Responsibility: Board of Commissioners/Administration

- ✓ **Status:** Almost Done! With an Executive Director hired in 2009 and construction almost complete, the Consolidated Dispatch Center is scheduled to open March 23. The independent Consolidated Dispatch Authority (CCCD) is governed by a Board of Directors to include County Board Chair Mike Rae, representing the County, and has engaged the County through an Administrative Services Agreement approved by the Board of Commissioners in October 2009.
- ✓ Through the agreement, the County has assumed the HR functions for the Calhoun County Consolidated Dispatch Authority. Arrangements have been made to set-up the Authority employees with most of the same benefits offered to the County employees. At this time, all 28 employees have been through a new hire orientation process, as well as benefit open enrollment.
- ✓ In assuming the responsibility of construction project manager, the County has supported the consolidation of the 911 Dispatch Center in the Marshall County Building. The construction project will be completed at a cost about 15% below the approved budget.
- ✓ The Finance Department is supporting separate accounting, accounts payable and payroll processes for the CCCDA.
- ✓ County Corporation Counsel also has been engaged by the CCCDA to provide legal services to the Authority.

Objective 2-B: Sheriff's office location (Short Term) -- *To work with the Sheriff to develop funding options for the construction of a new Sheriff's principal office in the City of Marshall and to investigate and develop the funding of that construction, in part or in whole, through the construction of additional jail space (which would also more effectively service the east half of Calhoun County) which would be rented to the Federal government or to other governmental entities.*

Primary Responsibility: Board of Commissioners/Administration

- **Status:** In progress. In 2009 the RQAW Corporation was commissioned by the Board of Commissioners to provide a Calhoun County Law Enforcement Facility Study specifically to address options for the relocation of the Sheriff's Office. The study was completed during 2009 and provided some design and cost options.
- The Administration has been working with the Office of the Sheriff since then to continue to address this requirement, and to consider funding mechanisms for such a move. The Board of Commissioners authorized in October 2009 an Agreement with GSA, Ltd/Michael Croft Enterprises, Inc. for a fixed fee of \$36,450 to conduct a corrections study to assess current and future jail bed demand. The study included consideration of a new Juvenile Home, combined with a Law Enforcement Center and possible detention facility to be located in Marshall if the project is deemed financially feasible.
- Next steps to be recommended may include an architectural and programming study to determine future operating cost assumptions needed to finalize the feasibility and determine financing options.

GOAL 3: Competent, Stable, Service-Oriented and Motivated Workforce

Objective 3-A: Compensation and Benefits Plan Design (Short Term) – *To design and administer a total compensation and benefit plan package that attracts and retains quality employees, while maintaining costs and/or achieving cost savings.*

Primary Responsibility: Human Resources

- **Status:** In Progress. Through a prescription coverage coalition, the County has had significant savings in prescriptions costs. Throughout 2009, the HR Department met with representatives from most of the benefit carriers to become better familiarized with the administration of the plans, as well as to address customer services issues associated with InfiniSource (FSA, COBRA admin), Regency, Inc (Short Term Disability Admin), and Xchanging (Workers Comp).
- HR staff received specialized training so that they can now educate, counsel, and advocate on behalf of Medicare beneficiaries and their caregivers, better assisting County retirees with their health care alternatives.

Objective 3-B: Employee/supervisor support program (Short Term) – *To create and administer a support program to include training programs, reference materials, and procedures for supervisors and employees aimed at enhancing the effectiveness of the organization, and our ability to lead by example to ensure accountability to the taxpayers.*

Primary Responsibility: Human Resources

- **Status:** Ongoing. The HR Department expanded its hours to 7 am – 5 pm and now remains open during the lunch hour. The HR Department also began offering office hours at the Justice Center every Thursday from 7 am – 4 pm. Training on the Family Medical Leave Act (FMLA) was held for 47 supervisors in September 2009.
- A New Employee Orientation program was implemented in 2009 and continues to be developed. The HR department has also collaborated with the Sheriff Department to provide a joint orientation that covers both HR practices and Sheriff Dept operations with new employees in that area.
- A bimonthly newsletter called the HR Director's Corner was created in October 2009 to provide helpful news and tips for those that serve in a supervisory or leadership capacity, and has received very positive feedback.

- The 2009 Wellness Program ended successfully with 131 employees completing at least 12 healthy wellness initiatives.
- A 2009 HR Services survey of all County employees aided in the development of 2010 Health and Welfare Recommendations and the Open Enrollment Process, including improvements to medical insurance coverage, vision plan benefits and additional voluntary accident and universal life benefits. The Open Enrollment Process for 2010 was significantly different than in years past, with the use of Licensed Benefit Counselor, a new paperless enrollment system and a dependent audit.
- Due to a number of factors, the net health insurance cost per employee is projected to decrease for 2010, showing evidence of successful implementation of labor negotiations strategy and the County's continued cost control efforts.
- The Benefit Committee was expanded for 2010 to include representatives from the Judiciary and Office of the Sheriff.
- Administrative procedures for flex time and compressed work schedules were established for Dept Heads to foster a more productive working environment and provide County employees an opportunity to vary their work schedules.
- In order to open the lines of communication throughout the organization, meetings were held with the union leadership throughout the County to disseminate information related to employee benefits, as well as the financial/budget updates for 2009.
- For 2010, in addition to the union leadership meetings, there will also be all employee meetings with the County Administrator/Controller scheduled throughout the year related to the budget process.

Objective 3-C: Workforce management plan (Long Term) – *To conduct a systematic assessment of the County workforce composition to determine what actions must be taken to prepare the organization for future staffing needs given budget constraints and an aging workforce.*

Primary Responsibility: Human Resources

- **Status:** Ongoing. Research has been conducted regarding the possible development of a strategic Workforce Management Plan. An effective system that is cost-effective and delivers quality staffing services requires the integration of data and knowledge from all channels of the organization. Two possible courses of action for the future have been identified. First, the County could develop the Workforce Management plan in-house, which would require buy-in and commitment from all departments to be implemented successfully. Second, the County could choose to use an outside consultant to develop the plan. An example of this occurred in Monroe County, who enlisted the services of a third party consulting group to conduct an Organizational and Operational Assessment. On-going discussions will be occurring regarding the best manner in which to proceed.

Objective 3-D: Post employment benefits (Long Term) – *To analyze the post-employment benefits (retirement plans and retiree health) offered by the County and explore alternatives that balance cost containment initiatives with retiree/employee relations objectives.*

Primary Responsibility: Finance

- **Status:** Ongoing. The results of a recent survey showed that 80% of County employees are either satisfied or neutral with their retirement plan. However, 20% of supervisors that participate in the Calhoun County Defined Benefit Plan would be very likely to opt out if given the opportunity. This information will be used to evaluate retirement plan alternatives for the future. HR and Finance will be working on improving knowledge levels employees have about their retirement plans.
- New annual County Defined Benefit Pension Plan Member Statements were generated and distributed in early 2010, and were well received by members. All-employee Meetings are under development to educate members about this important benefit. Actuarial Plan Valuations describing the economics of the plan are now posted on the County's Intranet, along with one page highlight document.
- The County is exploring a potential Early Retirement Incentive, as approximately 15% of the workforce is currently retirement eligible. Alternative health care plans for retirees are also being explored and the BOC policy related to retiree health care is currently under review.

GOAL 4: Updated Information Technology that supports County Government effectiveness and efficiency

Objective 4-A: Records management plan (Short Term) – *To develop a centralized system to create, preserve, access and dispose of County records in compliance with FOIA and standards established by the State Archives of Michigan agency.*

Primary Responsibility: Administrative Services

- **Status:** In Progress. The Facility Department has cooperated with the Clerk/Register of Deeds in designing and remodeling an area of the Toeller Building Basement to accommodate a fully functional records management system which includes the storage of archival records as well as the digitizing and indexing of these records for convenient retrieval. The Clerk's deployment of the CherryLan records management system has liberated their department from the direct costs associated with the off-site storage, retrieval and retention of records at Iron Mountain, Inc. Administrative Services personnel are currently working with all departments to eliminate the need for off-site records storage thereby avoiding costs in excess of \$50,000 per year.
- About two years ago, Friend of the Court made an initial investment of \$200,000 in an imaging system called OnBase. Since that time, the Information Technology Department has acquired the skill necessary to host and support both OnBase and the CherryLan imaging systems. The initial investment in these systems provides the platform for future incremental investments in records management by other County departments. The increased efficiency and enhanced services to the public present a number of return on investment scenarios. District Court is developing an imaging plan for 2010 and Finance/HR is scheduled for 2011.

Objective 4-B: Web site (Short Term) – *To Design, publish and host a County website which provides an enhanced experience of eGovernment to citizens and visitors of Calhoun County.*

Primary Responsibility: Administrative Services

- **Status:** In Progress. In November 2009 County Administration formed an ad hoc committee to evaluate the options for improving the County's website. The County website is currently used by 13,000 people per month with 36,000 pages viewed. The Website Development Committee collaborated with the Purchasing Department to identify a website development consultant qualified to design and develop interactive and transactional Web 2.0 applications and intuitive interfaces that increase the agility of the County and provide an eGovernment oriented web presence that is more proactive and responsive to the community. The committee is in the process of selecting a consultant and completing contract negotiations.
- The recommendation is scheduled for a BOC meeting agenda in May 2010. Contingent upon the Board's approval, the website construction process should begin in April and the newly re-designed website will be available to the public by the end of 2010.

Objective 4-C: GIS implementation (Short Term) – *To implement an Internet-based Geographic Information System site that provides a Land Records Portal Service to County Government Departments as well as County-wide constituents.*

Primary Responsibility: Equalization

- ✓ **Status:** Completed. Through an agreement approved in 2009 with Allied Information Solutions, Inc. and managed by the County Administration and Equalization departments, the Calhoun County Land Records Portal is now live and linked to the County's website for public access under the "county maps" link. It contains an updated parcel layer covering every municipality in the County, as well as aerial photography from 2008/09. The County has been working cooperatively with the City of Battle Creek, who has shared their data and photographic layer with the county at no charge. We have agreed to exchange data files quarterly and that we would each maintain different layers to avoid duplication of efforts and to ensure consistency between the city's GIS and ours. At this point the City of Albion has subscribed to our GIS, saving them operating costs and generating a bit of revenue for the County.
- ✓ The Sheriff's department has received mapping services to show the breaking and entering crimes in Calhoun County.
- ✓ The Drain Department is also creating a drainage district layer within the GIS system and has used it to identify the parcels in the Big Drainage District to create labels for mailing to district residents.
- ✓ The GIS Online Contractor has been working with the Health Department to create specialized maps for them.

Objective 4-D: Financial management software (Short Term) – *To implement new Financial and Human Resource Management software in order to improve operational workflow and management decision making*

Primary Responsibility: Finance

- **Status:** In progress. Began implementation of software-Steering Committee and Project Teams were established in early 2010. New World Systems was on site in Feb. of 2010; Go live for Financial Management and HR/Payroll is scheduled for Nov '10 and Jan '11, respectively.

GOAL 5: Developing an Economic, Social and Physical Environment that attracts jobs and industries

Objective 5-A: Economic/Community Development (Long Term) – *To advance the economy of the county by leading and participating in efforts to promote the success of businesses, enhance education levels, and improve other socioeconomic measures.*

Primary Responsibility: Board of Commissioners/ Administration

➤ **Status:** Ongoing. *Some of the recent accomplishments toward this objective follow:*

1. The County serves as fiscal agent for a \$10 million **Community Development Block Grant to assist United Solar Ovonic** in opening its new Battle Creek facilities. The Board of Commissioners approved the agreements in 2009.
2. At the request of Congressman Schauer, the County Administrator/Controller participated in discussions beginning in September 2009 about developing a 5-county **Regional Comprehensive Economic Development Strategy (CEDS)** with Barry, Branch, St. Joseph, and Kalamazoo Counties, which are in the same federal economic development region as Calhoun.
3. The County Board designated all of Calhoun County as a Recovery Zone under an ARRA program signed into law by President Obama, and allocated in early 2010 \$14.5 million in **Recovery Zone Facility Bond Volume Cap** to the Calhoun County Economic Development Corporation. This allocation was passed on by the EDC to two projects in Battle Creek that were deemed shovel ready and instrumental to economic development within the county.
4. The County Administrator/Controller attended in June 2009 a public forum conducted by **MSHDA Director of Community Development**, the U.S. Housing and Urban Development Field Office Director and Congressman Mark Schauer, which focused on “Making Home Affordable.”
5. The County Administrator/Controller became a board member within the past year of the **County/Battle Creek Convention and Visitors Bureau, Battle Creek TIFA (advisory), Springfield EDC/TIFA/BRA, and BC KAL/CAL Inland Port Development Corporation**—all instrumental in economic and community development

GOAL 6: Governance by clear policies, transparency and accountability

Objective 6-A: Review Approaches for Studying Sustainable Services (Short Term) – *To create a document organizing the significant functions of Calhoun County Government into categories of mandated, necessary and discretionary.*

Primary Responsibility: Administration

- ❖ **Status:** To do. Research has been done regarding how other Counties have approached the identification of mandated services. This information will be used in the gathering of data specific to Calhoun County to gain a full understanding of mandated, necessary, and discretionary functions of the organization. The County is in full support of the December 31, 2009 Final Report of the Legislative Commission on Statutory Mandates and will continue to advocate for the removal of obstacles that prevent full funding of mandates.

Objective 6-B: Position on co-employer question (Short Term) – *To clarify which body or individual has the right to exercise the county's authority in particular instances, and particularly control of staffing for employees within offices of elected officials with co-employer status, and employees of the courts who have independent employer status.*

Primary Responsibility: Administration

- ✓ **Status:** Completed. With the assistance of our Corporation Counsel and several meetings and communication with the Courts and other elected officials, this issue is now clear to County Administration. The 2010 Budget process attempted to address some of the questions about staffing control and purchasing policies, and the 2011 Budget process will show further clarification. Despite constitutional separation of powers and statutory rights, the Judiciary has attempted to align their procedures and policies with the County's to the extent possible. *This cooperation has improved relationships over the past year and it is expected that this objective is no longer needed.*

Objective 6-C: Board policies update (Short Term) – *To have Corporation Counsel, with the cooperation of affected department heads, elected officials and others as needed, review, summarize, and prepare a proposal for the Board of Commissioners in regard to recommended updates of existing Board Policies to reflect changes in the law or other circumstances.*

Primary Responsibility: Corporation Counsel / Human Resources

- **Status:** In Progress. In 2009, the following Board Policies were updated: Policy #306 – Job Openings; Policy #340 – Employee Benefits; and Policy #371 – Family Medical Leave. Current review is occurring on Policy #315 - Equal Employment and Policy #361 – Retirement.
- In addition, although not BOC policies per se, over the past year seven collective bargaining agreements have been successfully negotiated (one pending) within the parameters set by the BOC labor relations strategy.

Objective 6-D: Create and Assess a Sustainable Services Plan (Long Term) – *To ensure all customers of Calhoun County Government have ready and easy access to government services, and communicate this availability to the public; and to encourage risk taking and innovation to increase the efficiency and effectiveness of Calhoun County Government services to better serve our constituents.*

Primary Responsibility: Administration

- **Status:** Ongoing. The website redesign objective will help meet this objective by providing numerous enhancements to the County's ability to interact with the public and by providing more online services. The County could also consider conducting a citizens survey since the last one was done close to 10 years ago. Such a survey, coupled with the recent Michigan Local Government Benchmarking Consortium data, could help provide input necessary for decision making related to what services the County can sustain in light of constrained resources.

Objective 6-E: Legislative advocacy (Long Term) – *To develop a plan, in conjunction with Battle Creek Unlimited, Marshall Economic Development and other interested parties, to retain and fund a legislative advocate who would keep Calhoun County and affected governmental and non-governmental units within the County apprised of current and pending legislation and who would act on behalf of the County to influence legislation, both on a state and federal level, that would be economically or otherwise beneficial to Calhoun County.*

Primary Responsibility: Administration

- **Status:** Ongoing. The County Administrator is in close contact with the Michigan Association of Counties (MAC) Legislative Affairs staff, and we receive weekly newsletters containing legislative updates. Members of administration attend various legislative workshops put on by MSU, MAC , NaCO and various groups involved with Employment Law. The administration also receives daily updates from the Gongwer News Service, which provides independent, comprehensive coverage of issues in and around Michigan's government and political systems.
- The Administration has also met over the past year with Representatives Bolger and Segal, as well as Congressman Schauer, to discuss the County's needs and concerns.

GOAL 7: Development of Infrastructure consistent with community desires and protective of natural resources

Objective 7-A: Capital plan development (Long Term) – *To develop and adopt a comprehensive long range Capital Improvement Plan that identifies the future capital needs of the County and supports the organization's goals through integration with the County Strategic Plan.*

Primary Responsibility: Administration

- ✓ **Status:** Completed. The final draft of the Capital Improvement Plan was completed by Administration in early March 2010. The seven-year capital needs assessment, which includes information technology, vehicles, building & grounds and equipment/fixtures will be presented to the Board of Commissioners for their consideration at an April 2010 BOC meeting. A new Capital budgeting calendar will be incorporated into the 2011 budget process.

Objective 7-B: Determine Best Operating Structure for Road Commission, Public Works, Parks & Recreation (Long Term) – *To review the legal and budgetary options in regard to restructuring the relationship between the Calhoun County Road Commission, the Board of Public Works and Parks & Recreation and to consider whether to legally and financially separate the BPW and Parks & Recreation from the purview of the CCRC.*

Primary Responsibility: Corporation Counsel

- **Status:** In Progress. *County administration and corporation counsel has discussed this objective with the Road Commission Managing Director and it seems that the Board members of the Road Commission, Public Works and Parks & Recreation still feel this is a valuable initiative to consider. The County intends to follow through in the next year with further input from Board of Commissioners and County staff to determine options and recommendations.*

Objective 7-C: Assess Drainage Issues and the County's Role in Addressing Them (Short Term) –

Primary Responsibility: Corporation Counsel / Water Resources Commissioner

- **Status:** Ongoing. The Water Resources Commissioner and staff continue to coordinate the activities involving numerous petitions for drain projects, with 2009 being a particularly busy year due to rainfall and resulting water table levels. At least 11 drain projects are underway or being considered at various stages of completion, including one Intercounty Drain crossing over into Kalamazoo County. The Water Resources Office has also completed drain maintenance over the past year on 12 drains, with many more to be undertaken. The Office expects a new Drain Assessment Software to be implemented within 2010 and provide needed technology to access property description information faster and ultimately prepare assessment rolls more timely and efficiently.

Objective 7-D: Infrastructure Maintenance (Long Term) –

Primary Responsibility: Board of Commissioners / Administration

- **Status:** Ongoing. The Facility Department is developing an energy conservation project with Honeywell which will provide upgrades to building mechanical systems and reduce the inventory of deferred capital improvements in all County facilities. The \$7.5 million project would be financed by a combination of utility savings, the EECBG grant referenced previously and low interest Recovery Zone bonds.

GOAL 8: Long-Term Financial Security

Objective 8-A: Consider Options for Enhancing Grant Writing Capacity (Short Term) –

Primary Responsibility: Administration

- **Status:** In progress. Due to FY2010 budget constraints, the County did not recommend for Board approval funding of the grant writing position.
- Training in grant research and writing was provided to Administrative Services staff to develop the capability necessary to take advantage of the numerous grants associated with the American Recovery Act, in addition to grants which meet specific functions and ongoing operations of County departments. Administrative Services has been successful their application for the Energy Efficiency Conservation Block Grant (EECBG) in the amount of \$350,000 and two MMRMA grants (\$15,000) related to building security. A technology grant associated with digital imaging is also in development.
- The County Administrator/Controller met in August 2009 with the Director of Resource Development for Kalamazoo County, who is also their county's grant writer and manager of special projects. He offered some valuable insight and offered to help in the event pursuing this new position moves forward.

Objective 8-B: General Fund Budget Strategy (Short Term) – *To develop budget policies and strategies that provide for financial discipline in order to ensure the long term financial stability of the County.*

Primary Responsibility: Board of Commissioners / Finance

- **Status:** Ongoing. Continued movement of the budgeted General Fund balance percent to the top of the policy range—2010 budget is 9.80% of annual expenditures compared to 2005 of 5.4%. 2011 will be at least the same level as 2010 if not higher. For the second year in a row, the Board-adopted budget included appropriated funds from the General Fund for capital projects. Added to budget policies as articulated in General Appropriations Resolution for 2010 Budget. (e.g. - position budget control/position allocation schedule adopted; adherence to purchasing policy #405; adoption of fee schedule). Creation and use of 5 year financial model to assist with planning. Began implementation of new financial software that will assist with financial/budgeting reporting, monitoring, decision making and planning. Continued aggressive management of health care benefit expenses by offering high deductible plan and continued cost shifting while at the same time increasing certain benefit levels.

Objective 8-C: Assess County-wide Transportation Efforts to Date (Short Term) –

Primary Responsibility: Administration / Office of Senior Services

- **Status:** In progress. The County Administrator and Senior Services Manager began in August 2009 attending meetings that were started by the Calhoun County/Battle Creek Convention and Visitors Bureau to discuss county-wide transportation initiatives. The specific focus at the time was on transportation to the new FireKeepers Casino. The governmental representatives at the table agreed to revisit the broader county-wide transportation needs at a later time.
- Senior Services also took the lead in focusing on senior transportation needs and resources in Albion, with a meeting in Sept. 2009 including Community Action, Oaklawn Hospital, Forks Senior Center and County officials. Future meetings will include AAA, Albion City, Albion Health Alliance, and community members.
- The Board of Commissioners voted at the March 19 Special Session to create a new County-Wide Transportation Committee and appoint Commissioners Becky Rocho and Lisa Gerow to it, along with Administrator/Controller Kelli Scott and Senior Services Manager Carl Gibson. The goal will be to assess the unmet needs and demand for county-wide transportation, and to facilitate a centralized discussion with groups already working on transportation issues, such as the TCC's Transportation Workgroup.

GOAL 9: Intergovernmental Cooperation

Objective 9-A: Casino revenue board (Short Term) – *To have the County and Township members of the Local Revenue Sharing Board (“LRSB”) create a fair and equitable process for the selection of the third member of the LRSB and for the LRSB, with County administrative support, prepare fair and equitable bylaws in compliance with the 1998 Compact (and with input from affected governments) and to prepare for the receipt of the first revenue sharing payment by November 30, 2009 and the subsequent distribution of those funds.*

Primary Responsibility: Board of Commissioners / Administration

- ✓ **Status:** Completed. County Administration and Board Chair have been instrumental in the formation of the FireKeepers LRSB through an Interlocal Agreement and the negotiation and approval of bylaws which took place on March 15, 2010 with disbursements to take place in the summer of 2010. The County Administration will provide administrative support to the LRSB for at least the first year for the sum of \$25,000.00 according to an Agreement approved by the Board of Commissioners on March 18, 2010.

Objective 9-B: County Wide Intergovernmental Cooperation (Long Term) – *To conduct an inventory of existing intergovernmental cooperative arrangements, and to identify areas where additional relationships such as shared services or collaborative agreements may be beneficial to the public.*

Primary Responsibility: Board of Commissioners/ Administration

- **Status:** Ongoing. Over the past year the County Administration and Board of Commissioners have undertaken numerous actions to emphasize our commitment to intergovernmental cooperation and to identify existing agreements and relationships. While we have yet to create a written inventory, below are just some of examples of steps toward this objective:

1. Regular meetings with **Road Commission** Managing Director and his participation in monthly County Dept. Head meetings
2. Cooperative GIS Efforts with the City of Battle Creek, and recent formal **GIS subscription from City of Albion**
3. County Treasurer’s cooperative grant agreement with **City of Battle Creek for Neighborhood Stabilization Program Grant** through Calhoun County Land Bank
4. Calhoun County contracts with the **Calhoun County/Battle Creek Convention and Visitors Bureau** to administer Hotel Accommodations Tax revenues to promote tourism throughout the county

5. The County approved a lease agreement in 2009 for space within the Toeller Building for the newly merged **Community Healthcare Connections**
6. The County Board Chair and Administrator/Controller began in fall 2009 meeting **quarterly with Managers and Mayors** of Springfield, Battle Creek and Albion Cities to discuss common issues.
7. The County Administrator attends regular meetings with the **Border Bandits** group, consisting of City, County and Village managers from surrounding communities in and bordering Calhoun County.
8. The County approved an Administrative Services Agreement in 2009 to provide support to the new **Calhoun County Consolidated Dispatch Authority** housed in the County Building in Marshall.
9. The Office of the Sheriff holds Intergovernmental Agreements to perform **police services for the townships of Pennfield and Convis**
10. The Board approved agreements in 2009 for the Sheriff to provide **law enforcement and jail services for the Nottawaseppi Huron Band of Potawatomi.**
11. County Administration provides support to the **FireKeepers Local Revenue Sharing Board** through an Administrative Services Agreement approved in March 2010.
12. Members of County Administration continue to attend when possible meetings of the **County Chapter of the Michigan Township Association** and monthly **Township Supervisor Meetings** organized by the Road Commission
13. County Administration attends **Area Metropolitan Service Agency (AMSA)** meetings, where the County Board Chair also has a seat on the Board
14. County Administrator attended in Sept. 2009 a **Strategic Alliances Workshop** in Battle Creek, conducted by the Nonprofit Alliance
15. Equalization staff and administration attend regular meetings of the **Calhoun Area Assessors Group**
16. The County began in 2009 providing office space on the 3rd floor of the County Building in Marshall for **Congressman Mark Schauer** and his staff to meet with constituents.
17. Administration regularly attends **Albion's Eggs & Issues, What's Brewing, Marshall,** and **The Coordinating Council** in Battle Creek to stay connected to communities

18. Introductory meetings with numerous governmental and other entities throughout the county and our neighboring counties, with discussions as to how we may better work together:

- Summit Pointe (discussions of mental health funding and board member selection)
- Marshall Economic Development (general introduction and overview)
- Kellogg Foundation
- Nottawaseppi Band of Potawatomi Tribal Council (general introduction and casino development)
- Community Action
- Battle Creek Unlimited (various economic development discussions)
- Battle Creek Area Association of Realtors (meet & greet)
- Calhoun County Medical Care Facility (introduction)
- Albion College (general discussion)
- Starr Commonwealth (discussion of common needs for juvenile services)
- City of Marshall Deputy Fire Chief McComb and Sgt. Brent Cornwell (fire services discussion)
- Kalamazoo County – Director of Resource Development (grant writer discussion)
- Jackson County – Administrative Team (general discussion about administration)

19. In March 2010, a team from Calhoun County will be participating in a Pathway to Health - Healthy Employer collaborative project associated with a W.K. Kellogg Foundation grant. The initiative focuses on improving the health and well-being of Calhoun County by improving health care delivery and increased focus on Wellness Programs.

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